Introductions

- Take 5 Minutes

- Turn to a Person Near You
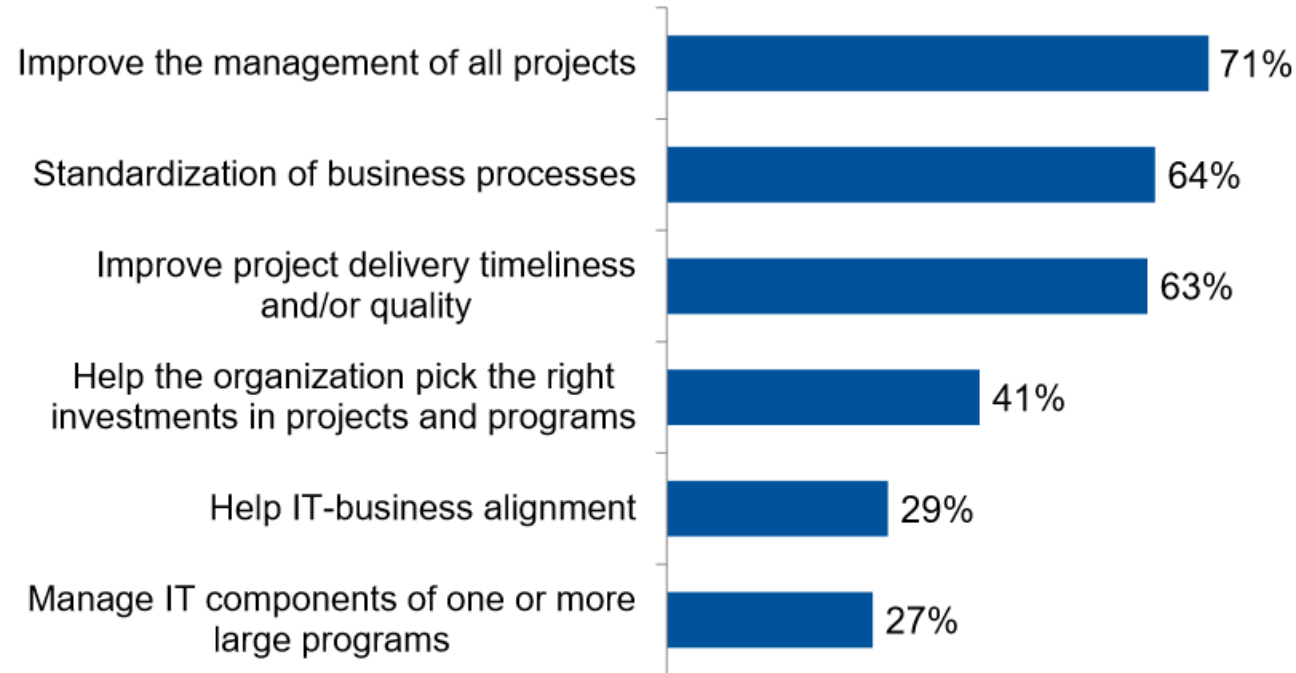
- Introduce Yourself

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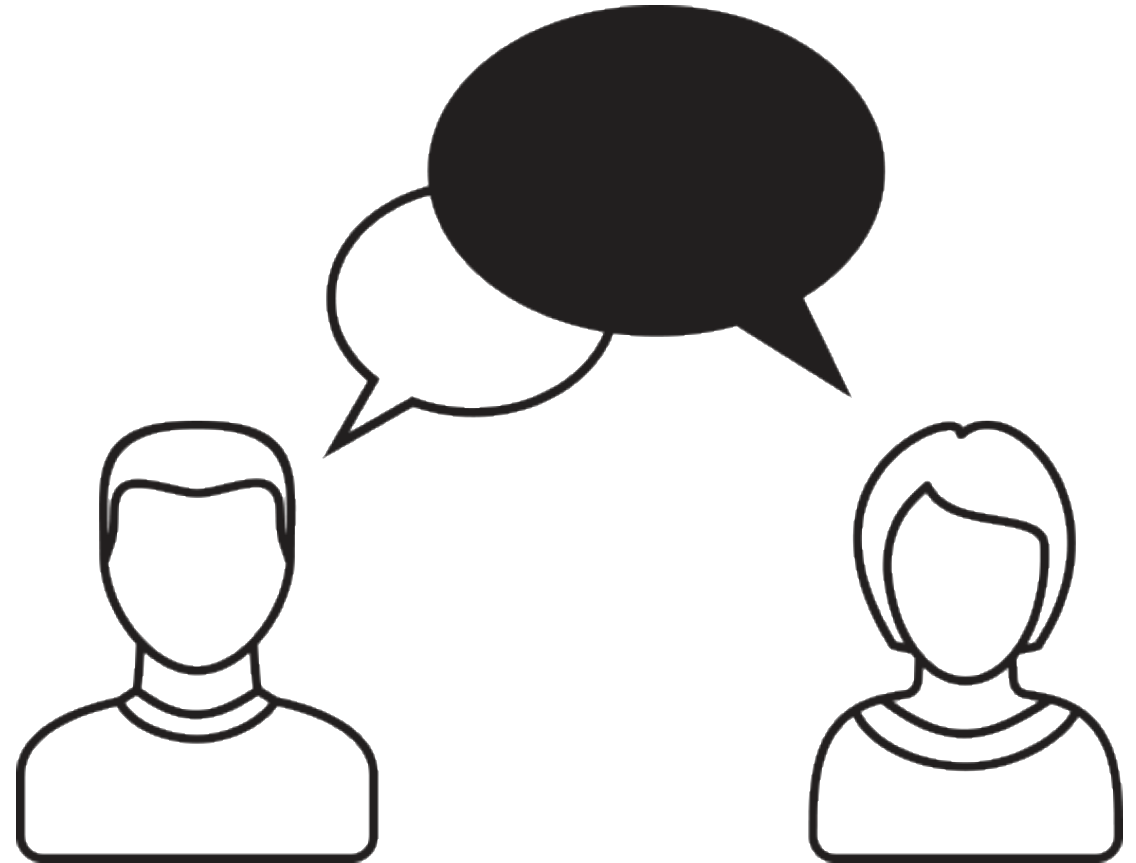
Agenda

- Measure PMO maturity
- Define the destination
- Build a roadmap
- Plan for continued growth

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Open Mic

- What is your single biggest PMO challenge?

- Do you have a continuous improvement practice within your PMO?

- What are some lessons learned in your journey?

Key Business Drivers for PMO establishment

Key business drivers for PMO establishment

- Improve the management of all projects — 71%
- Standardization of business processes — 64%
- Improve project delivery timeliness and/or quality — 63%
- Help the organization pick the right investments in projects and programs — 41%
- Help IT-business alignment — 29%
- Manage IT components of one or more large programs — 27%

Multiple responses allowed

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Gartner.

Difference Between Low-Value & High-Value PMOs

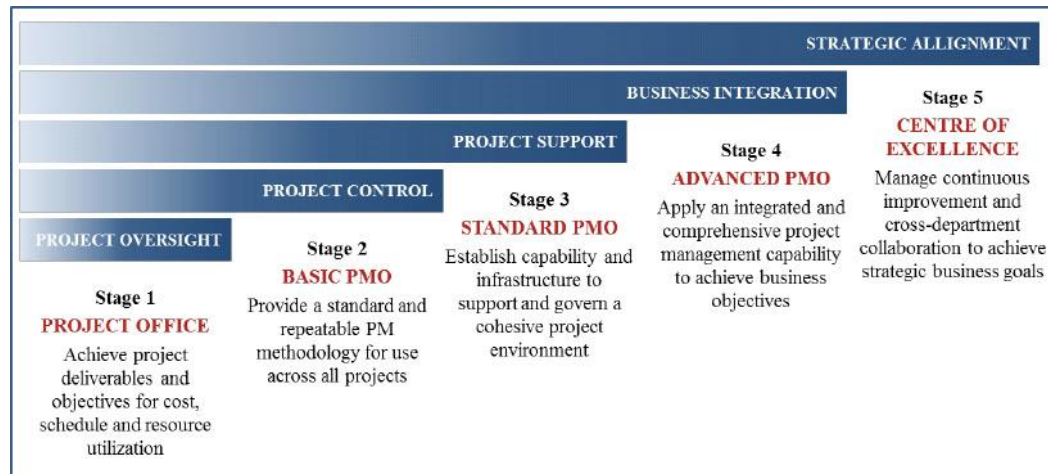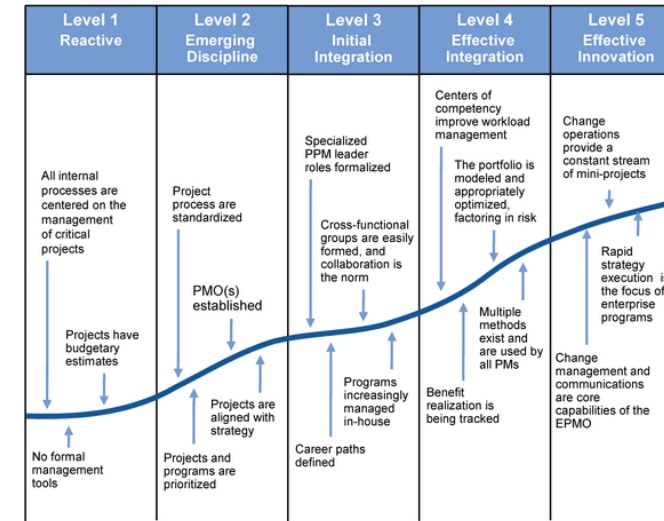| Traditional PMO	Next Generation PMO
Focus mostly on tactical issues	Focus on strategic and cultural issues
Science of project management	Art and craft of project management
Views organization as a "complex machine"	Views organization as a "complex ecology"
Emphasis on monitoring and control	Emphasis on collaboration
Provides tools similar to a precise "map" to follow	Provides tools similar to a "compass" that show the direction
Internal process focused	Focus on end products, customers and outcomes
Process driven	Business driven
Standard (heavy) methods and practices	Adaptable and flexible (agile) methods and practices
Based on rules; follow rules	Based on guiding principles; follow rules and improvise if needed
Defined, repeatable, managed and optimized practices	Adaptive and innovative practices
Focus on efficiency	Focus on effectiveness and innovation
Process leadership	Thought leadership
Heavy management and governance	Balanced management, governance and leadership

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Define Where You Are

- Pick one measurement model to gain perspective and potential opportunities for improvement, according to the experts

- Understand where you are
  - Level 1? Level 5?
  - Operational? Strategic?
  - Departmental? Enterprise?

Maturity "Models"

- Many maturity "Models"
  - Gartner
  - PMI
  - CMMI
  - Others
- **Open Mic: Does it matter?**
  - Who is your audience?

Level 1 Reactive	Level 2 Emerging Discipline	Level 3 Initial Integration	Level 4 Effective Integration	Level 5 Effective Innovation

Project Management Maturity Model

5 — Perfecting with Continuous Improvement
4 — Managed and Controlled Process
3 — Organizational Standards and Process
2 — Structured Process with Standards
1 — Initial Process with Ad-hoc Activities

Define Your Destination

1. Define where you want to be
   - Does every PMO need to attain level 5 maturity?
   - Does every PMO need to be strategic?

2. Define a mission for your PMO
   - Strategic? Operational?
   - Enterprise? Departmental?

3. Solicit feedback from your stakeholders
   - PMs, customers, executives, vendors

4. While it may be "good", does your organization want a "mature" PMO?
   - Does your organization want a strategic PMO?
   - Do your executives care about benefits realization?

5. Avoid process for process sake

Build Your Roadmap

- Maturity model will provide guidelines
  - Example: standard business cases, before benefits realization

- Address areas of greatest pain
  - Resource availability or capital budget allocation?
  - Annual planning or ability to respond to changing business needs?

- Build your roadmap into annual goals

- Are your partners ready to take the journey with you?
  - Finance
  - Development
  - Executives
  - others

Crawl – Walk - Run

- Start small, prove success, and build on it
- PMO maturity is an evolution not a revolution - Years, not months

Organizational Change   Process   Tool

Plan for Continuous Improvement

- After-action reviews
  - Simple
  - Consistent
  - Centralized
  - Objective
- Consider using Net Promoter Score
- Train and empower teams on how to capitalize on feedback
  - If the PMO leader is the smartest person in the room, then they need to do a better job at hiring.
- Revisit your strategic roadmap annually (twice annually?)
  - Expect to make adjustments
  - Look for trends in your after action reviews
  - Improvements must be have measures of success
- Communicate
  - How
  - When
  - Who
  - Why

More Resources

PMO Quick Tip Guide – Expanding the Value of Your PMO

> https://www.pmi.org/pmo-symposium/-/media/pmi/documents/public/pdf/microsites/pmo-symposium/2017-quicktipguide.pdf

The PMO maturity cube, a project management office maturity model

> https://www.pmi.org/learning/library/maturity-cube-self-assessing-performance-6437

PMO Evolution

> https://www.pmi.org/learning/library/pmo-evolution-9645

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Questions?

Let Rego be your guide.

Thank You For Attending regoUniversity

Instructions for PMI credits

- Access your account at pmi.org
- Click on **Certifications**
- Click on **Maintain My Certification**
- Click on **Visit CCR's** button under the **Report PDU's**
- Click on **Report PDU's**
- Click on **Course or Training**
- Class Name = **regoUniversity**
- Course Number = **Session Number**
- Date Started = **Today's Date**
- Date Completed = **Today's Date**
- Hours Completed = **1 PDU per hour of class time**
- Training classes = **Technical**
- Click on **I agree** and **Submit**

Let us know how we can improve!
Don't forget to fill out the class survey.

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